



# SINI 4 Spotlight

Volume 1 Number 3

June 2011

***Congratulations, Graduates!*** Congratulations to all those who have completed your restructuring planning year. Title I Project Managers have indicated your plans have been received, and they're in the process of reviewing them. Several commented that they appreciate all the work you did and are intrigued to read about the good thinking behind your plans. While your plan is the "deliverable" for this year, it doesn't represent the end point of your work. As many of you expressed to me, you intend to continue the conversations you started throughout your school community as you implement the tasks defined in your plan. Bravo!

Two audiences are receiving this issue of *Spotlight*—the 2010-2011 SINI 4 'graduates' who now move into implementation year (SINI 5); and the new 2011-2012 SINI 4 schools who are preparing to launch their planning process. Both sets of schools are listed at the end of this newsletter to encourage you to connect when/if you can to learn from one another.

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## What is 'restructuring' ?

The term "restructuring" as used in discussions of school accountability refers to dramatic changes that have a high likelihood of leading to improved student academic achievement. The description of restructuring as used in NH is direct and concise:

Restructuring means a major reorganization of a school's governance structure by the LEA that:

- makes fundamental reforms, such as significant changes in the school's staffing and governance, to improve student achievement in the school;
- has substantial promise to improve student academic achievement and enable the school to make AYP as defined by the State's accountability system; and



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Steps to Success

-- is consistent with State law.

The phrase “alternative governance” is used in the state’s definition and in federal guidance and merits attention. “Governance” includes two components – the process by which decisions about the way an organization will accomplish its work are made, AS WELL AS how those decisions are carried out. For schools, this includes decisions about instructional programs including interventions and supports and instructional practices that target student needs.

Think about “dramatic” changes in “governance” to include actions such as ensuring that all staff are working in common to provide learning experiences that serve every student. Consider the “high likelihood” of improved student achievement that can be realized when all staff have the training and support they need to *carry out* the improvement plan and do their best for their students. What a “dramatic” change it can be when teachers collaborate and learn with and from each other to improve their practice!

Keep these key phrases in mind as you move through the assessment phase of your SINI 4/ restructuring planning process. We’ll work together to develop a restructuring plan that includes *fundamental reforms* that build on your strengths and raises the likelihood of student success.

A word of caution: unfortunately, the term ‘restructuring’ has been linked to more drastic measures required by some of the current federal programs including removing the principal and 50% of the instructional staff. Schools in SINI 4 (planning) or SINI 5+ (implementation) phases of the accountability trajectory are advised to watch for unnecessary confusion about the requirements of ‘restructuring’ when presenting their work to the community. While the ultimate outcome of the restructuring process will be significant changes in the way schools make decisions about their work and deliver instruction, it may or may not include drastic changes in personnel.

Referring to the process by its NH name, “Steps to Success” is one way to change your language to deflect unnecessary anxiety across the school community.

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### Bringing it into Focus

Sometimes unrelated events seem to point in the same direction, coincidences that seem more than accidental. I recently had an experience like that.

The new ASCD member book arrived in the mail: *Focus: Elevating the essentials to radically improve student learning* by Mike Schmoker. On Wednesday, in a conversation with Jackie Mania of Oklahoma about schools in ‘restructuring’ status, she mentioned the draft findings of a study of Oklahoma schools by Robert Marzano’s research group which concluded that improving schools need a single-minded **focus** for their change efforts. Then, my NH schools who are conducting their assessment of the 82 Rapid Improvement Indistar indicators began

asking themselves (and me), where do we *focus* our energy? Last week's message from the universe was clear: focus energy, effort, and attention.

Schmoker's opening sentence captures one of my central beliefs: "The argument of this book is simple: If we choose to take just a few well-known, straightforward actions, in every subject area, we can make swift, dramatic improvements in schools." (p. 1). Schmoker would applaud the work of schools and coaches using the *Steps to Success* indicators as their guide.

In previous messages, I've highlighted the "back to basics" nature of the *Steps to Success* indicators and praised them as examples of classic effective practices. The set of indicators in the instruction section are "well known, straightforward actions" that work across all contexts:

All teachers review the previous lesson.

All teachers clearly state the lesson's topic, theme, and objectives.

All teachers re-teach when necessary.

*Steps to Success* leadership and professional development indicators are similarly classic, basic and foundational:

All teams operate with work plans for the year and specific work products to produce.  
The principal keeps a focus on instructional improvement and student learning outcomes.

Professional development of individual teachers includes an emphasis on indicators of effective teaching.

So *focus* is the theme of the week and will be for many of the coming weeks. I encourage schools planning for change to *focus* on the core practices that are keeping their students and teachers from achieving excellence. Typically, the schools I'm coaching have identified gaps between current and ideal practice in about 20 to 40 of the *Steps to Success* indicators. We'll work to cluster indicators within common themes, identify overlap with existing change initiatives, and re-examine outcome data to confirm that the assessment has uncovered the core factors limiting the school's success. Our aim will be to *focus* on the "few, well-known, straightforward actions" that all teachers can use to foster student learning. What an exciting time!

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### Technical and Logistics Recommendations for *Steps to Success*

Below are some hints you might find useful as you make use of *Steps to Success* to launch or manage your work.

Printing worksheets and reports: Newcomers to *Steps to Success* will be looking to print out worksheets for the indicators they're planning to assess at the next meeting. When you go to "Plan your meeting" on the online tool, and select *Worksheets* for the indicator



you want, you have several options for the FORMAT of your printout. Many of us would be inclined to select WORD format, thinking we might want to customize the parts of the worksheet. However, the WORD format comes through with embedded tables and adjusting them may be difficult to manage. A better option for printing worksheets is to select PDF as the EXPORT option. The worksheet comes out neatly and can easily be duplicated for use at your group meeting.

**RUN TIME ERROR** : At a team meeting, we encountered an error message with the headline “RUN TIME ERROR” when entering info into the online system. I contacted Tech Support at ADI for advice and they could not replicate the error. They suggested that the problem may be related to the user’s system settings. The advice they offered is to be efficient when entering information into STS/ Indistar. The Process Manager can take the notes from discussions of each indicator and enter those conclusions at a sitting, ***saving frequently***, after the meeting has concluded. One recommendation: log out of Steps to Success. Close your browser. Re-start your web browser and log in again. Another solution is to try using a different browser – if you were using Firefox when you encountered the error message, log out and go back in to the system using Internet Explorer as your browser. Your IT staff may be able to help you “clear your cache” if you continue to have trouble. PLEASE don’t hesitate to call me or contact ADI as described on the School Main page.

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I hope you find this newsletter helpful. Please contact me if you have suggestions for items to include in a future issue or recommendations for improvement. Distribute to your team members and others who might find this information useful. Thanks!

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**2010-2011 SINI 4 -- Planning Year Schools -- Revised 06.2011**

<b>SAU/ District</b>	<b>School</b>	<b>Principal/Contact Email, Phone</b>	
#6 Claremont	Disnard Elementary	Melissa Lewis <a href="mailto:mlewis@claremont.k12.nh.us">mlewis@claremont.k12.nh.us</a> 603 543- 4260	
# 7 Colebrook	Colebrook Elementary	Mary M. Jolles <a href="mailto:mjolles@colebrook.k12.nh.us">mjolles@colebrook.k12.nh.us</a> 603-237-4801	
# 53 Deerfield	Deerfield Elementary	Paul Yergeau <a href="mailto:pyergeau@sau53.org">pyergeau@sau53.org</a> 603-463-7422	
#49 Governor Wentworth	Kingswood Middle School	Kirkland (Rusty) O. Ross <a href="mailto:rross@govwentworth.k12.nh.us">rross@govwentworth.k12.nh.us</a> 603-569-3689	
#27 Litchfield	Litchfield Middle school	Thomas Lecklider <a href="mailto:tlecklider@litchfieldsd.org">tlecklider@litchfieldsd.org</a> 603-424-2133	Ronda Gregg <a href="mailto:rgregg@litchfieldsd.org">rgregg@litchfieldsd.org</a>
#37 Manchester	Bakersville Elementary	Judith Adams <a href="mailto:juadams@mansd.org">juadams@mansd.org</a> 603-624-6312	
#37 Manchester	Hallsville Elementary	James E. Davenport <a href="mailto:jdavenport@mansd.org">jdavenport@mansd.org</a> 603-624-6332	
#37 Manchester	McDonough Elementary	Kenneth V. Dibenedetto <a href="mailto:kdibenedetto@mansd.org">kdibenedetto@mansd.org</a> 603-624-6373	
#43 Newport	Towle Elementary	Kathryn M. Niboli & Margaret McKinney <a href="mailto:mcnib@newport.k12.nh.us">mcnib@newport.k12.nh.us</a> 603-863-2050	
#33 Raymond	Lamprey River Elementary	Daniel LeGallo <a href="mailto:d.legallo@sau33.com">d.legallo@sau33.com</a> 603-895-3117	
#33 Raymond	Raymond High School	Kirk Beitler <a href="mailto:k.beitler@sau33.com">k.beitler@sau33.com</a> 603-895-6616	
#54 Rochester	Chamberlain St. Elementary	Stephen M. Leclair <a href="mailto:leclair.s@rochesterschools.com">leclair.s@rochesterschools.com</a> 603-332-5258	
#56 Somersworth	Hilltop Elementary	Kate Segal <a href="mailto:ksegal@sau56.org">ksegal@sau56.org</a> 603-692-2435	
#56 Somersworth	Maple Wood Elementary	Caroline F. Butler <a href="mailto:cbutler@sau56.k12.nh.us">cbutler@sau56.k12.nh.us</a> 603-692-3331	
#56 Somersworth	Somersworth Middle School	Michael Quigley <a href="mailto:mquigley@sau56.org">mquigley@sau56.org</a>	
#16 Exeter	Cooperative Regional Middle School	Marcy Dovholuk <a href="mailto:mdovholuk@sau16.org">mdovholuk@sau16.org</a> Esther Asbell <a href="mailto:easbell@sau16.org">easbell@sau16.org</a> 603 775-8700	



**2011 SINI 4: Restructuring Planning Year Schools**

SCHOOL	ADDRESS TOWN/. CITY	Principal	
Hanover Street School	Hanover St. Lebanon	Scott Bouranis	<a href="mailto:sbouranis@sau88.net">sbouranis@sau88.net</a>
Dr Norma W. Crisp Elementary	50 Arlington St. Nashua	Jane Quigley	<a href="mailto:quigleyj@nashua.edu">quigleyj@nashua.edu</a>
Hillside Elementary	183 Hillside Ave. Berlin	Beverly Dupont	<a href="mailto:bdupont@sau3.org">bdupont@sau3.org</a>
Brown Elementary School	190 Norway St. Berlin	Amy Huter	<a href="mailto:ahuter@sau3.org">ahuter@sau3.org</a>
Beaver Meadow	40 Sewalls Falls Road Concord	John W. Forrest	<a href="mailto:jforrest@csd.k12.nh.us">jforrest@csd.k12.nh.us</a>
Rundlett Middle School	South St. Concord	Tom Sica	<a href="mailto:tsica@csd.k12.nh.us">tsica@csd.k12.nh.us</a>
Goshen-Lempster Coop	29 School Road Lempster	Ralph Peterson	<a href="mailto:rpterson@gl.k12.nh.us">rpterson@gl.k12.nh.us</a>
Grinnell Elementary School	6 Grinnell Rd. Derry	Mary Hill	<a href="mailto:mhill@derry.k12.nh.us">mhill@derry.k12.nh.us</a>
Haverhill Coop. MS	175 Morrill Dr N. Haverhill	Brent Walker	<a href="mailto:bwalker@sau23.org">bwalker@sau23.org</a>
Valley View Community School.	79 Thayer Dr. Farmington	Cynthia Sparks	<a href="mailto:csparks@sau61.org">csparks@sau61.org</a>
Franklin Middle School	200 Sanborn St. Franklin	Kevin Barbour	<a href="mailto:kbarbour@sau18.org">kbarbour@sau18.org</a>
Woodman Park School	11 Towle Ave. Dover	Patrick Boodey	<a href="mailto:p.boodey@dover.k12.nh.us">p.boodey@dover.k12.nh.us</a>
Newmarket ES	243 S. Main St. Newmarket	Scott Thompson	<a href="mailto:thompsons@newmarket.k12.nh.us">thompsons@newmarket.k12.nh.us</a>
Armand Dupont School	10 ½ School St. Allentown	Lynn Allen	<a href="mailto:llallen@sau53.org">llallen@sau53.org</a>
Indian River School	45 Royal Rd. Canaan	Kevin Towle	<a href="mailto:ktowle@mascoma.k12.nh.us">ktowle@mascoma.k12.nh.us</a>
Winchester School	85 Parker St. Winchester	James Lewis	<a href="mailto:jlewis@wnhsd.org">jlewis@wnhsd.org</a>
McClelland School	59 Brock St. Rochester	Arlene Walker	<a href="mailto:walker.a@rochesterschools.com">walker.a@rochesterschools.com</a>

*(These schools are also SINI 4, but because they will be participating in the 2011 SIG (1003g) program, they will follow a different process.)*

SCHOOL	ADDRESS	TOWN/. CITY
Pittsfield Middle School	23 Oneida Street	Pittsfield
Nute Middle School	22 Elm Street	Milton
Parker Varney	223 James Pollack Dr.	Manchester
Gossler Park	99 Sullivan St.	Manchester
Southside Middle School	140 S. Jewett St.	Manchester